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Operations

PACAF COMMAND POSTS



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This instruction implements AFDPD 10-2 Readiness, and AFI 10-207, Command Posts. It defines the Commander, Pacific Air Forces instructions for implementing Air Force command post directions and instructions. It provides detailed procedural guidance and direction for the organization and operation of the PACAF Command Center and all subordinate command posts. Numbered Air Forces (NAFs) may supplement this instruction to provide for differences in missions, operating conditions, and facilities. For the purpose of this instruction the terms command center and command post are synonymous.

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SUMMARY OF REVISIONS

This document is substantially revised and must be completely reviewed.

The title of this publication has changed to reflect the diversity in command and control (C²) places of operations. It is for all intents and purposes a new instruction.

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Chapter 1

PACAF COMMAND AND CONTROL ORGANIZATION

1.1. Pacific Air Forces Command and Control. PACAF Command Posts (CPs) are essential elements in the PACAF C² system, providing vital, continuous C² links in the chain of command from the Commander, Pacific Air Forces (COMPACAF), to the numbered air forces (NAFs), wings, and other support units.

1.1.1. The PACAF Command Center is designated the MAJCOM C² facility. The Commander, 502d Air Operations Squadron (AOS) provides policy and guidance to subordinate CP's through the PACAF SORTS, C² Policy and Command Center Flight (AOS/AOT).

1.1.2. A PACAF CP consists of the following functional areas: management, operations, maintenance, reports, training and battle management/survival recovery which includes the contingency support staff (CSS) and the survival recovery center (SRC). The CP Chief is responsible for all CP functions, with the exception of the SRC, which normally belongs to the Support Group Commander.

1.1.2.1. An SRC is established within the CP at each PACAF Main Operating Base (MOB), Collocated Operations Base (COB), or Bare Base. The SRC monitors and directs actions before and after an attack. It directs recovery operations after an emergency, accident, or natural disaster. The CP is not responsible for manning or operating the SRC functions. Day-to-day, this is a dormant function, activated in response to an emergency, crisis, or contingency at the discretion of the Installation or Support Group Commander.

1.1.3. PACAF CPs will not assume base communications center responsibilities. CP personnel may review high priority messages addressed to the Wing Commander or agencies on the Wing Staff during non-duty hour periods to determine whether the message warrants immediate delivery. Under no circumstances will the CP be tasked to review and/or route base wide message traffic during non-duty hours.

1.2. C² Direction . To ensure clear and effective C² of all installation resources, only PACAF CPs are authorized to communicate higher headquarters directions to operational units that support the installation. Tenant units must coordinate operational requirements involving PACAF resources through the wing CP.

1.3. NAF Command Centers . The Elmendorf Command Center (3WG/11AF), Yokota Command Center (374AW/5AF) and Osan Command Center (51FW/7AF) are designated Area Command Centers and exercise supervision over subordinate CP operations. The 36ABW/CP is designated the 13AF Command Center.

1.4. Commander Responsibilities . Commanders must organize, train, equip, and operate the CP IAW AFD 10-2, *Operations*, AFI 10-207, *Command Posts*; USPACOM Command, Control, Communications, Computers and Intelligence (C4I) Systems Master Plan, and this instruction. Commanders should empower duty controllers to make decisions and execute procedures necessary to accomplish the mission.

Chapter 2

STAFFING/PERSONNEL

2.1. Purpose. This chapter outlines staffing and controller/coordinator manning policies. 502 AOS/AOT is the OPR for 1C3/86P staffing issues and HQ PACAF LG/LGMM is the OPR for the Maintenance Operations Center (MOC).

2.2. Management.

2.2.1. The CP Chief is the senior 86P assigned and has overall responsibility for providing the guidance, resources, and support necessary for the CP and MOC to accomplish their assigned mission.

2.2.2. The CP Deputy/Operations Officer is the second in command to the CP Chief. The deputy's primary responsibility is to assist the Chief with overall management, and operational issues with the assistance of the CP/MOC Superintendents.

2.2.3. The WOC Superintendent is the Senior Non-Commissioned Officer (SNCO) assigned to assist the CP Chief with the overall management of the CP--Operations and MOC.

2.2.4. The CP Superintendent should be the senior C² NCO possessing at least a PAFSC of 1C371. This person provides leadership and guidance to all assigned C² enlisted personnel and is responsible for the day-to-day operations of the CP Operations Control Element.

2.2.5. The MOC Superintendent should be the senior maintenance NCO possessing at least a 7-skill level and be familiar with all assigned weapons systems. This person provides leadership and guidance to assigned MOC personnel and is responsible for the day-to-day operations of the MOC.

2.3. Operations Control Function .

2.3.1. Unless waived, each PACAF CP must be manned on a 24-hour basis by two EA certified controllers. A TSgt/SSgt possessing a PAFSC of 1C371 should man the senior controller position; however, units experiencing manning shortfalls may substitute with a SSgt/SrA possessing a CAFSC of 1C351. When filling this position with a SrA (CAFSC 1C351), units will notify 502 AOS/AOT via email or message. Senior controller positions will not be filled with 3-skill level personnel.

2.3.2. USCINCPAC/J37 approves/disapproves waiver requests for the two-controller requirement; Commanders submit requests to 502 AOS/AOT. Units authorized by USCINCPAC J37 to operate with a single certified EA controller on duty must establish procedures to ensure that a second designated "standby" certified EA controller is immediately available for recall at all times. The "standby" EA controller must report to duty as soon as possible, not to exceed 30 minutes of being notified.

2.4. Reports Function . This section should be manned by at least two Operational Reports (OPREP)/Status Of Resources and Training System (SORTS) certified controllers to ensure uninterrupted reporting during peacetime and crisis. The NCOIC of SORTS/Reports should possess a PAFSC of 1C371.

2.5. Training Function . The training manager for both the Operations Control function and the MOC will be appointed in writing by the CP Chief and should be the most qualified person in their respective areas.

2.5.1. CP/Operations Training Manager. As an Emergency Actions (EA) expert, the CP Training Manager develops, manages, conducts, and directs all required training. This person should possess a PAFSC of 1C371.

2.5.2. MOC Training Manager. This person should be very knowledgeable on all assigned weapon systems and most familiar with wing maintenance operations and procedures. As a minimum, this person should possess a 7-skill level in their assigned specialty.

2.6. MOC Coordinators . The CP Chief and MOC Superintendent will personally interview and approve all maintenance personnel considered for MOC duties. PACAFI 21-101, *Objective Wing Aircraft Maintenance*, provides guidance and criteria for personnel working in the MOC.

2.7. Command Representative (COMREP). COMREP duties and responsibilities are identified by the supported MAJCOM and in host-tenant support agreements. COMREPs may participate in PACAF CP training programs and are encouraged to be certified in EA and Reports. Certified COMREPs are required to adhere to guidance provided to maintain certification.

2.8. Duty Restrictions. Due to the 24-hour manning requirement, CP/MOC personnel working rotating shifts will not perform additional duties/details outside the CP/MOC. Personnel assigned to overhead positions and working normal day shift schedules can be used as required. Bay Orderly is not considered an additional duty.

2.8.1. Controllers will not perform more than 12 hours of continuous duty (plus necessary time for shift changeover) and should have eight hours of uninterrupted rest before shift. EXCEPTION: In times of emergency, controllers may be required to perform duty in excess of 12 hours to ensure uninterrupted command and control.

2.8.2. Within the CP/MOC, personnel may be assigned duties as deemed appropriate by the Chief/Supt. with the exception of the issue/receipt of weapons while performing EA duties.

2.8.3. CP managers may appoint personnel as project officers for base activities or to attend or become full time members of base-level working groups (Exercise Evaluation Team, Base Security Council, etc.) as long as it does not negatively impact day-to-day operations.

2.8.4. Outside agencies must consult with CP management NLT the 15th day of the previous month before scheduling shift personnel for Weighted Airman Promotion System (WAPS) testing, training, bay orderly, or mandatory appointments to prevent duty interference.

2.9. Security Clearances. Command center/post personnel with the exception of MOC personnel must possess a Top Secret security clearance and be granted access. Due to the amount of time involved in background investigations, individuals may perform controller duties after being granted an interim Top Secret clearance while awaiting DSS actions. However, at no time will the EA console be manned by two controllers who possess interim Top Secret clearances. MOC personnel must have at least a Secret clearance.

Chapter 3

COMMAND POST FUNCTIONS & PROCEDURES

3.1. Purpose. This chapter outlines the various elements of the CP and their functions.

3.2. Training Function. This element is responsible for providing quality training to all assigned controllers. Personnel assigned to this section accomplish day-to-day management of the training program and are responsible for the accuracy of all training documentation.

3.3. Reports Function . This element is responsible for monitoring, processing, disseminating, and timely submission of operational reports to include reports required under the Status of Resources and Training System (SORTS). Reports personnel are not responsible for gathering data, however they should ensure information is timely, accurate, and properly formatted. With assistance from the training element, they train all controllers in CP reporting requirements and procedures.

3.4. MOC. This element is responsible for coordinating, controlling, and monitoring the maintenance status and location of assigned and transient aircraft.

3.5. Checklists. The purpose of a checklist is to ensure orderly and prompt notification of appropriate individuals and/or agencies in situations that require their immediate action/attention. The CP Chief ensures checklists are developed and maintained IAW applicable directives and contain the minimum mandatory steps required during emergency or certain recurring situations. The Superintendents of CP Operations and MOC should work together to eliminate duplication of effort and ensure each duty section informs the other of significant events. MOC checklist procedures are described in PACAFI 21-101. The use of "read a step, mark a step" checklist discipline is required. Before proceeding to a follow-on item, controllers will make one of the following marks in the appropriate space by the checklist item:

- 3.5.1. A "√" indicates an action was completed.
- 3.5.2. A "O" indicates an action was noted or initiated but not completed.
- 3.5.3. A "N" indicates that the action does not apply.
- 3.5.4. A "P" indicates a checklist item was previously accomplished.
- 3.5.5. A "S" indicates that the checklist item is to be simulated.

3.6. Required Checklists

3.6.1. Emergency Action Checklists (EACs). EACs are maintained IAW PACAFI 10-210, *Commander, Pacific Air Forces Emergency Action Procedures*, and PACAFI 10-205, *PACAF Alert System*. The proper use of these checklists is mandatory, for the purpose of safety and effective operations. Controllers must have EACs immediately available.

3.6.2. Quick Reaction Checklists (QRCs). Checklists should be brief, concise, and lead controllers through an orderly/prioritized sequence from initiation to completion. They contain the phone numbers of individuals or agencies to notify and an operating instruction reference. QRCs should guide controllers to consider OPREP-3 reporting as applicable.

3.6.3. Shift Changeover Checklist. The CP Chief must ensure shift changeover checklists are developed and utilized when briefing oncoming duty personnel.

3.6.4. Operating Instructions (OIs). The CP Chief develops and ensures maintenance of OIs which serve as the controller's primary reference source when a checklist cannot prescribe all actions. OIs should contain complete procedures to accomplish specific actions of a given task and a reference of all source material. If a checklist can prescribe all actions an OI is not required.

3.6.5. The CP Chief must perform and document an annual review of the OIs. CP and MOC Superintendents, in concert with the CP Chief, must perform and document a semi-annual review of their QRCs to ensure validity and currency of procedures.

3.7. Events Log. Both the CP and MOC must maintain an official record of events affecting the unit or their functions. The log is used to record the occurrence of any significant event (i.e., OPREP-3 reportable incidents, communications/equipment checks, actual and exercise EAM receipt, checklist completion, absence of the commander, etc.) that is of importance now, or in the future. To preclude unnecessary lengthy exercise entries in the actual events log, separate exercise logs will be initiated and maintained as required. Make every effort to keep logs unclassified; however, when entries make it necessary to classify them, ensure compliance with AFI 31-401, *Information Security Program Management*. Prior to assuming duty, controllers/coordinators must review all previous log entries dating back to their last shift. When controllers/coordinators sign in on the events log, they are indicating they received a changeover briefing and are ready to assume duty. Events logs are maintained on file for three months and then destroyed IAW AFMAN 37-139, *Records Disposition Schedule*.

3.7.1. CP Logs cover a 24-hour Zulu time period beginning at 0001Z and closed at 2359Z. All entries should be in chronological order. The CP Superintendent will review logs on the next duty day and inform the CP Chief of significant entries.

3.7.2. MOC Logs may be designed to cover either the 24-hour Zulu or local time period--whichever is more conducive to local operations. The MOC Superintendent will review logs on the next duty day and inform the CP Chief of significant entries.

3.7.3. The CP Chief is responsible for establishing written procedures to ensure significant events are consistently and accurately recorded during each shift.

3.8. Controller/Coordinator Information File (CIF). Each CP/MOC will maintain a CIF to disseminate pertinent information to all CP/MOC personnel. The CIF structure is IAW unit desires but should be separated into a minimum of two sections--temporary and permanent. Prior to assuming duty, each controller/coordinator must review all entries made since their last shift. Overhead personnel are also required to review CIF entries. The CP Chief and CP/MOC Superintendents will establish procedures to ensure each controller/coordinator reviews all entries and old material is removed and filed/discarded as appropriate.

3.9. Flight Following/Mission Monitoring. The CP Chief will ensure procedures are established to maintain positive control of all assigned aircraft and any transient aircraft passing through his/her station. Positive control is achieved by knowing the location and status of aircraft and crew.

3.10. Reporting.

3.10.1. Commanders Availability/Absence. The CP Chief/Superintendent will establish procedures to ensure reports are accomplished IAW AFI 10-205/PACAF Sup 1.

3.10.2. SORTIE Report. The SORTIE reports reflect the number of sorties scheduled and flown and any deviations or aborts for each assigned flying squadron. The CP Chief will establish procedures to ensure sortie reports are accomplished at the end of each flying day. During exercises, SORTIE reporting will continue on a 24-hour day basis.

3.10.3. OPREP-3 and SITREP Reporting. Report IAW AFMAN 10-206, *Operational Reporting*, and PACAF Sup 1 to 10-206.

3.10.3.1. The following operational report (voice & record) formats will be pre-canned for controller use in the primary and alternate facilities IAW AFMAN 10-206/PACAF Sup 1.

3.10.3.1.1. OPREP-3 HOMELINE.

3.10.3.1.2. OPREP-3 BEELINE.

3.10.3.1.3. OPREP-3 PINNACLE.

3.10.3.1.4. OPREP-3 PINNACLE EMPTY QUIVER.

3.10.3.1.5. OPREP-3 PINNACLE NUCFLASH.

3.10.3.1.6. OPREP-3 PINNACLE FRONT BURNER.

3.10.3.1.7. OPREP-3 PINNACLE BROKEN ARROW.

3.10.3.1.8. OPREP-3 PINNACLE EMERGENCY DISABLEMENT.

3.10.3.1.9. OPREP-3 PINNACLE EMERGENCY EVACUATION.

3.10.3.1.10. OPREP-3 BENT SPEAR.

3.10.3.1.11. OPREP-3 FADED GIANT.

3.10.3.1.12. OPREP-3 CRESCENT EDGE.

3.10.3.1.13. OPREP-3 WHITE PINNACLE.

3.10.3.1.14. OPREP-3 LERTCON Status of Action (LSOA) Report.

3.10.3.1.15. Commander's Situation Report (SITREP).

3.10.3.1.16. Aircrew/Aircraft Loss Report (LOSREP).

3.10.4. Status of Resource and Training System (SORTS). Report IAW AFI 10-201 and PACAF Sup 1 to 10-201.

3.11. Tracking Key Personnel. EA personnel will track key staff location and availability at all times. The CP Chief will establish procedures to ensure the location of key personnel is immediately available to EA personnel.

3.11.1. Pre-planned locations and notification systems will be in place (i.e., office, home, cellular, pager, etc.) to enable EA personnel to quickly locate and contact key staff members when required. Key staff members will be identified in order of succession of command.

3.12. Functional Publications Library. The CP chief/superintendent will ensure a functional publications library ([Attachment 2](#) of this instruction) is properly maintained. Libraries can be maintained electronically, however, publications required on a day-to-day basis should be maintained as hardcopy.

3.13. Displays. The CP Chief must ensure vital displays are available and kept current to satisfy the needs of the unit commander and staff. Use of computer generated displays is at the discretion of the unit commander and CP Chief; however, when used, a back-up method for these displays will be available in case of failure. MOC displays are IAW PACAFI 21-101. When posting displays with classified information, mark and protect them IAW applicable security guidance.

3.13.1. As a minimum, the CP will maintain the following displays: Key Personnel locator, Navigational Aid Status chart, Base/Airfield Grid map, LERTCON, FPCON and INFOCON Status displays.

3.13.2. During exercises and contingencies, other staff agencies may be tasked to post these displays.

3.14. Notifications. Many situations require information to be passed to subordinate/tenant units and higher headquarters in a timely manner. Host wing commanders determine whom controllers notify and the order in which they are notified.

3.14.1. Wing recalls are accomplished in response to HHQ direction or as directed by the wing commander. The CP initiates a recall by notifying key personnel as determined by the wing commander. A single controller may make up to 10 notifications while a controller team may make a maximum of 20.

3.14.2. When the EA and MOC operations are collocated, MOC coordinators may assist EA controllers with completing checklist actions (except EAM processing), provided such actions do not interfere with the primary MOC activities.

3.15. Pyramid Notification System. A pyramid notification system is required to facilitate immediate response. Unit commanders must establish pyramid notification procedures for use during “normal communications” and “communications out” situations.

3.16. Alternate Facility. Identify an alternate CP and the equipment required to ensure continuous C² services during contingencies and natural disasters. Establish procedures for emergency and planned relocation. Alternate CPs must be able to maintain communications contact with higher headquarters and retrieve hard copy Emergency Action Messages (EAMs). Maintain sufficient publications to support emergency operations at the alternate facility. When activated, the alternate CP security requirements will be the same as for the primary.

3.17. Host/Tenant Support Agreements. Support agreements must be established between PACAF wing CPs and tenant units providing C² support. These agreements should be based on tenant unit needs and host CP capabilities. Agreements will be coordinated with and provided to 502 AOS/AOT and other concerned MAJCOM C² staff agencies. Units will conduct and document support agreement reviews annually.

Chapter 4

EQUIPMENT/COMMUNICATIONS

4.1. Purpose. This chapter outlines the minimum communications and other equipment requirements.

4.2. Voice Communications/Alert Systems.

4.2.1. Each CP must have a minimum of two class A lines to allow for positive C² of assigned forces. To ensure efficient operational reporting, each CP must have a minimum of two Defense Switched Network (DSN) lines with FLASH capability. If FLASH capability is not available, ruthless preempt authority will be adequate.

4.2.1.1. DSN must interface with the console for patching capability and units must be able to record console communications. To enhance COMSEC and OPSEC, all CP telephone handsets must be equipped with a push-to-talk feature and personnel should use "Open Line" procedures at all times.

4.2.2. Command center/posts with an alert crew control function must position klaxon controls for immediate operation from either controller position. These controls must have a cycling device to provide the proper alert signals without intermediate monitoring by the controller. The klaxon control switches must have a safety guard plainly labeled to prevent inadvertent operation.

4.2.3. Base siren controls will be positioned for immediate operation from each controller position. These controls must have a cycling device to provide the proper signals without monitoring by the controller(s). The system will be tested at least once a month at a pre-coordinated time during a normal duty day.

4.2.4. Land Mobile Radios (LMRs), pagers, and cellular phones. The CP Chief will ensure procedures and requirements outlined in AFI 33-106, *Managing High Frequency Radios, Land Mobile Radios, Cellular Telephones, and The Military Affiliate Radio System* are adhered to.

4.2.4.1. Entry controllers will ensure personnel entering the CP turn-off any LMRs, pagers, and cellular phones and that they are stored in a storage area at the CP entrance. Security measures for safekeeping and storing will be implemented to prohibit tampering.

Only emergency response personnel (fire department, security forces, etc.) may bring radios into the CP when responding to an emergency.

4.2.4.2. The commander may designate specific CAT/CSS positions authorized to use LMRs while performing CAT/CSS duties. He must conduct a thorough risk analysis and base the decision to allow LMR use in the CP on that analysis, local threat, operational limitations and other factors such as potential power or communications outages.

4.2.5. Ultra High Frequency (UHF)/Very High Frequency (VHF). A dedicated UHF/VHF capability is required for CPs involved in control or coordination of aircraft operations. The number of radios supporting the CP is determined by mission requirements, but should include no less than one for each primary and secondary C² frequency required by the CP.

4.2.6. High Frequency (HF). HF is primarily used for long-distance communications. CPs will use HF radio to communicate with aircraft outside UHF/VHF range, and as a back-up means of communications.

4.3. Automated Data Processing Equipment (ADPE).

4.3.1. Global Decision Support System (GDSS). GDSS is a globally distributed, replicated, and survivable C² information system. Primarily used at a MAJCOM headquarters level, it provides agencies accurate, near real-time data required for making decisions concerning the deployment and employment of airlift resources. GDSS interfaces with the Command and Control Information Processing System (C2IPS) and other computer systems. Originally developed as an Air Mobility Command system, other commands may be granted access by HQ AMC.

4.3.2. Global Command and Control System (GCCS). GCCS is the primary command, control, communications and computer (C4) system for the Department of Defense. GCCS provides operational direction, technical and administrative support for the C² of forces

4.3.3. Theater Battle Management Core System (TBMCS). TBMCS is the air component of GCCS used to facilitate the planning, preparation and execution of air combat operations. When fielded, TBMCS will provide automated tools to plan and manage air resources during both peacetime and wartime.

4.3.4. Command & Control Information Processing System (C2IPS). C2IPS is the Air Mobility Command (AMC) fielded system that provides tracking of airlift, aeromedical, and tanker crews, cargo, departure and arrival times, passengers, and other pertinent data. The CP and MOC use C2IPS to monitor the location and mission status of aircraft and aircrews. Abort/Delay, Arrival, and Departure reports sent through C2IPS are processed automatically, updating the stored mission data.

4.3.5. Message Distribution Terminal/Defense Messaging System (MDT/DMS). Each CP must have an operational MDT installed to ensure receipt of Emergency Actions Messages (EAMs)/FLASH traffic. If the MDT is not operational, comm center and command center/post personnel will work alternate means for receipt of EAMs/FLASH traffic.

4.4. Emergency Equipment.

4.4.1. Emergency Lighting. Each CP must be equipped with sufficient emergency lighting should electrical power fail. Units will augment their emergency lighting system with an adequate supply of working flashlights and spare batteries. Units will check their emergency lighting system and flashlights weekly and record the results in the events log.

4.4.2. Emergency Power. Each unit's primary CP will be equipped with a no break/uninterruptable power supply (UPS) and Emergency Power Plant (EPP) to ensure they maintain a continuous capability to receive and disseminate EAMs and accomplish other critical C² actions. UPS systems are a user (command post) responsibility. CE may assist with and advise/perform maintenance (on a reimbursable basis) but are not responsible for the system. CP should coordinate with CE for a user funded maintenance contract of these systems.

4.4.2.1. The EPP should be an auto-start system with full load assumption. At locations where there is not an auto-start system, CP personnel are required to operate the unit. The CP Chief must ensure written procedures are established and included as part of the CP training program. The CP

Chief must coordinate with CE to provide and document EPP start-up procedures annually for all personnel who will start the unit.

Chapter 5

SECURITY

5.1. Physical Security . As a minimum, PACAF CPs are designated controlled or restricted areas IAW AFI 31-101, *The Air Force Installation Security Program*. CP entry will be controlled by the on-duty EA team through a single-entry control point. CPs designated restricted areas will have an entrapment area as part of the restricted area boundary.

5.1.1. If the command center/post entry control will be manned by security forces personnel or trained augmentees during contingencies, the command center/post will provide the entry controllers with an EAL, special written security instructions, and positional duty briefings before they assume their duties.

5.1.2. The CP Chief/superintendent will ensure only personnel granted unescorted access to the CP possess the appropriate security clearance, need-to-know, and require frequent access to perform their official duties. The Chief/Superintendent must authorize individuals unescorted entry into the CP before the issue of an AF Form 1199, *USAF Restricted Area Badge*.

5.1.2.1. The AF Form 1199 will be used by all personnel granted unescorted access and must be displayed at all times while in the CP. Other personnel requiring access to the CP must be escorted IAW AFI 31-101. When entry authority lists (EAL) are used, they will be authenticated IAW PACAF Sup 1 to AFI 31-101.

5.1.3. Each CP must be equipped with a duress alarm system that sends an alarm to a security forces element responsible for responding to duress situations. The system must provide for separate alarm activation from each EA controller position, the Senior Coordinators position and the CP entry controller position when manned. The system must be tested daily.

5.1.4. Command center/posts will have no windows. Ventilation will be provided by air conditioning. All openings and vents will comply with physical security requirements.

5.1.5. Command center/post entry will be strictly limited. In order to enforce entry control yet allow controllers the ability to control entry with minimum distraction, the following are required:

5.1.5.1. Mechanically or electrically operated cipher door locks. No key lock system will be allowed.

5.1.5.2. One way glass for personnel identification or closed circuit TV. If the entrance is located such that the controller must leave the console position for personal identification, a closed circuit TV will be installed.

5.1.5.3. All secondary entrances and exits will be alarmed in such a way that the EA cab and SFCC are alerted when the doors are opened or tampered with.

5.1.5.4. Install two-way communications between the controllers' console and the primary command center/post entrance.

5.1.6. The CP Chief will ensure procedures are established for reporting Helping Hand/Covered Wagons IAW AFI 31-101, PACAF Sup 1 to AFI 31-101, AFMAN 10-206 and PACAF Sup1 to AFMAN 10-206.

5.2. Information Security. The goal of the Information Security Program is to effectively protect Air Force information by delegating authority to the lowest levels; encouraging and advocating the use of risk management principles; focusing on identifying and protecting only information requiring protection; integrating security procedures making them transparent; and ensuring all personnel understand their roles and responsibilities regarding security.

5.2.1. The CP Chief will appoint a primary and alternate security manager to implement and manage the information security program IAW AFI 31-401, *Information Security Program Management*. The CP Chief/Superintendent will ensure semi-annual self-inspections are accomplished to evaluate program effectiveness. Personnel appointed as security managers will not complete these inspections themselves.

5.3. Information Protection . The CP Chief will ensure command post personnel are trained IAW AFI 33-115 Volume 2, *Licensing Network Users and Certifying Network Professionals*.

5.4. End-of-Day Security Checks. Each CP will conduct an end-of-day security check to ensure classified material is stored appropriately. Personnel conducting these checks will do so at the close of each working day and record them on the SF Form 701, *Activity Security Checklist*, and the SF Form 702, *Security Container Check Sheet*. If controllers perform this check, it can be annotated in the events log.

5.5. Communications Security (COMSEC). Each CP will establish and maintain a COMSEC account IAW AFI 33-211, *Communications Security (COMSEC) User Requirements*. The CP Chief will appoint a primary and at least one alternate COMSEC Responsible Officer (CRO) to manage the CP account and ensure all training, procedures and security requirements prescribed by AFI 33-211 are adhered to.

5.5.1. Units can determine their COMSEC material requirements by referring to command instructions and any operations plan (OPLAN) their unit may be tasked to support.

5.5.2. The CP will not be used as a permanent COMSEC storage facility for material not required for CP use; however, the CP may serve as a temporary storage facility when the primary storage facility is full.

Chapter 6

TRAINING, TESTING, & CERTIFICATION

6.1. Purpose. This chapter explains the procedures for developing and implementing unit training and certification programs for the CP/MOC, and is designed for use in conjunction with PACAFI 21-101.

6.1.1. Air Force Specialty (AFS) Skill-level Upgrade Training (UGT). UGT ensures all C² and maintenance personnel have the skills to meet specialty requirements of their career field. Managers must ensure personnel in UGT complete tasks in a timely manner as prescribed by their respective AFSC Career Field Education and Training Plan (CFETP) and AFI 36-2201, *Developing, Managing, and Conducting Training*.

6.1.2. Training Categories. Training consists of three basic categories: certification, refresher, and recurring training. Successful completion of certification or refresher training, as appropriate, is required prior to controller certification.

6.2. Responsibilities .

6.2.1. The CP Chief is responsible for the training of all assigned personnel and will:

6.2.1.1. Maintain overall responsibility for the CP/MOC training programs by determining their scope and ensuring the development of individualized training programs for Operations, SORTS, Reports, and MOC.

6.2.1.2. Formally appoint, by letter, CP and MOC training managers.

6.2.1.3. Publish a self-study letter outlining self-study requirements NLT the first day of every month.

6.2.1.4. Periodically review the progress of controllers in certification training and evaluate trainee feedback to assess/ensure the effectiveness of the training program.

6.2.1.5. Ensure all controllers complete certification training in a timely manner, and ensure those who fail to meet minimum standards, complete remedial training.

6.2.2. The CP/MOC Superintendent will:

6.2.2.1. Assist the CP Chief in accomplishing their responsibilities.

6.2.2.2. Support the CP Chief by providing guidance and direction to training managers.

6.2.2.3. Ensure CP supervisors are maintaining AF Form 623's IAW 36-2201.

6.2.3. CP/MOC Training Manager will develop and administer a formal, comprehensive training program for all assigned personnel and:

6.2.3.1. Develop and maintain a master task listing (MTL) of all tasks and recurring responsibilities performed by controllers to meet mission requirements.

6.2.3.2. Develop a unit-training plan that ensures annual review and self-study of all emergency action plans (EAPs), Operations Plans (OPLANs), applicable Air Force, PACAF, NAF, and wing instructions, CP/MOC OIs, checklists, and QRCs.

6.2.3.3. Develop controller/coordinator training outlines, using the applicable CFETP, for use during initial and/or refresher training. Training outlines document certification training and will be maintained for 6 months from certification date.

6.2.3.4. Draft monthly self-study letters, prepare and administer monthly scenario evaluations, preside over training meetings and provide make-up training for controllers missing the training meeting.

6.2.3.5. Draft and administer tests.

6.2.3.6. Ensure controllers accomplish all required training.

6.2.3.7. Ensure a qualified task trainer, as outlined in AFI 36-2201 instructs all trainees in the tasks required for all certifications. For EA and SORTS certifications, the trainer, in addition to being a qualified task trainer, must be certified in that particular area.

6.2.3.8. Maintain a task certifier/trainer letter listing all individuals who have completed the Air Force Trainer course

6.2.4. Controllers/Coordinators will:

6.2.4.1. Complete all self-study assignments applicable to their areas of certification, and present briefings during monthly training meetings when tasked.

6.3. CP Leadership. To gain familiarity with PACAF EA, OPREPs, and console operations, the CP Chief, Superintendent, and Operations Officer (if authorized) will complete initial certification training within 120 days of their arrival. Formal certification is not required unless directed by the certification authority. Their training outlines will be maintained for the duration of their assignment.

6.4. Initial Training . This training is designed to introduce, teach, or reacquaint personnel with the operations, knowledge, and skills necessary to effectively function in a PACAF CP/MOC. All personnel will be trained in CP OPSEC, information, and physical security procedures prior to assuming assigned duties.

6.4.1. Pre-Certification Testing. Prior to EA certification, controllers will be administered both an EA and GK examination (a minimum of 25 questions each) and a performance scenario evaluation consisting of at least three EAMs and two OPREP scenarios to measure the knowledge and skill gained from training.

6.5. Controller Certification, Certification Authority, and Documentation.

6.5.1. Certification. The CP Chief will establish minimum certification standards to effectively measure controller knowledge/proficiency prior to and during the certification process. All controllers must be certified in the functions they perform (i.e., EA, Reports, SORTS, Flight Following, etc.).

6.5.1.1. All CP controllers must be certified in all appropriate areas NLT 60 calendar days after the first day of certification training. Those failing to certify within that time will be evaluated by the CP chief for extension or personnel action.

6.5.2. Decertification. Controllers can be decertified for failure to maintain regulatory and/or locally established certification standards, evaluation failure, security clearance withdrawal, extended periods of absence (60 days or more), or other reasons deemed by CP management or the certifying official.

The certification official retains decertification authority and should base such action on the recommendation of the CP Chief or HQ PACAF/IG. Once decertified, an individual must be recertified prior to assuming duties.

6.5.3. Authority. The 502 AOS/CC certifies controllers assigned to the PACAF Command Center. At NAF/Wing level, the Wing CC or CV certifies controllers in both EA and SORTS. The CP Chief certifies controllers in all other areas.

6.5.3.1. A change in certification official due to PCS, PCA, etc., does not invalidate the Controller Certification Record. However, a review of all certification records will be conducted by the new certification official. A memorandum of record will be completed, confirming the review, and maintained in the Controller Training and Certification Binder.

6.5.4. Documentation. The PACAF Form 17, Controller Certification Record will be used to record certification and will be maintained for the duration of the controller's assignment. To maintain certification, controllers must perform a minimum of two console shifts per month. Decertification is documented on the PACAF Form 17 by drawing a red line through the applicable certification block and annotating an explanation and date on reverse.

6.6. Refresher Training. Controllers absent from duty for 60 calendar days or more must receive refresher training and re-certify. Refresher training is a condensed version of the initial certification training. It updates and familiarizes controllers with basic and local procedures. The initial certification training outline may be tailored for use as the refresher training outline. Re-certification testing requirements are the same as the initial certification requirements. Once certified, the training outline will be retained for six months.

6.7. Tests/Evaluations. General Knowledge (GK) tests are designed to cause a systematic review of CP reference documents and are administered open-book. EA tests are designed to validate controller training and ensure proficiency in actions that must be immediate and instinctive and are administered closed book. Scenario evaluations are scripted events that involve the receipt and processing of EAMs and OPREP scenarios that stress local missions and procedures.

6.7.1. The CP Chief or Superintendent will perform a quality review of all written exams and scenario evaluations before they are administered to the controllers. Exams and scenario evaluations will contain the CP Chief or Superintendent signature block and signature signifying this review was accomplished.

6.8. Recurring Training

6.8.1. Formal Training. Training managers will schedule and conduct monthly training meetings that span at least one hour a month and provide meaningful training to controllers. Part of the training meeting should include topics such as EA and OPREP reporting. Meetings will be recorded (audio or video) and minutes will be kept using the PACAF Form 15, *Record of Controller Training*, identifying subjects covered along with a brief summary, guest speakers, elapsed time, and absent controllers. **DO NOT enter classified information.** If a session cannot be recorded, the minutes must be expanded to include additional details on the subjects covered in order to provide meaningful training to those missing the meeting.

6.8.1.1. All controllers must attend unless excused by CP leadership. Controllers who miss a formal training session must review the recorded session and minutes within seven calendar days after returning to duty. Every attempt must be made to prevent the same individuals from missing back-to-back training meetings.

6.8.1.2. Controllers will acknowledge make-up training by annotating the date and their initials in the appropriate block on the PACAF Form 15. The form 15 will be maintained for 12 months in the controller certification binder. Recordings must be retained until all controllers have completed make-up training.

6.8.2. Self-Study. Training managers will draft a monthly self-study letter, published NLT the first of every month. The letter identifies the instructions, OPLANs, and checklists to be reviewed by all controllers for the month. It should specify sections rather than whole documents. The letter can also be used to inform personnel of the date/time of the monthly training meeting and to task particular personnel to prepare and present briefings during the meeting. The CP Chief must establish procedures that ensure all self-study requirements are completed in a timely manner. Retain letters for 12 months in the controller certification binder.

6.8.3. Examination Training. The Training managers will prepare and administer a separate exam for each certified position. EA certified controllers will be administered a monthly GK and EA test (a minimum of 25 questions each). Those certified in SORTS will be administered a monthly SORTS open book GK test.

6.8.3.1. The minimum passing score for all written examinations is 90 percent with scenarios graded as pass/fail. All examinations will be critiqued to 100 percent. Test scores and scenario evaluation results will be annotated on the PACAF Form 16 and maintained for 12 months in the controller certification binder.

6.8.4. Scenario Evaluations. Training managers will conduct console scenario evaluations monthly to evaluate EA team proficiency. Scenarios will include at a minimum three EA and two OPREP scenarios. At least one of the EAM inputs will cover decode/authentication procedures. Evaluations should be given to teams away from the immediate console area to preclude disruption. Copies of scenarios (hardcopy of scripts and injects, or audio tape and paper injects) will be maintained for 12 months.

6.9. Controller Training & Certification Binder. CP training managers must establish a binder to document certification of assigned controllers and all training accomplished during the previous 12 months. This binder must be set up in five sections as prescribed below. Additional parts may be added as necessary.

6.9.1. Part I will contain all training appointment letters (i.e., training manager, trainers, task certifiers).

6.9.2. Part II will contain the completed PACAF Form 15's. Maintain 12 months of training meeting minutes.

6.9.3. Part III will contain the PACAF Form 16's. Maintain 12 months of testing results (EA, GK and SORTS) and scenario evaluation training for each certified controller.

6.9.4. Part IV will contain a PACAF Form 17 for each certified controller assigned to the CP. Maintain the certification form for as long as the controller holds the certified position.

6.9.5. Part V will contain the monthly self-study letters. Maintain 12 months of these letter.

Chapter 7

C2 STAFF ASSISTANCE VISITS (SAVS)/SELF-INSPECTION

7.1. Purpose . This chapter explains the C² Staff Assistance Visit (SAV) and Self-Inspection programs.

7.2. SAV Program. The intent of the SAV program is to provide assistance and guidance to, and promote feedback from PACAF CPs regarding unit operations, training, operational reporting, facilities, equipment and security. IAW USCINCPAC EAP Vol. 1, PACAF will conduct SAVs on subordinate units at intervals not to exceed 18 months (12-15 months preferred).

7.3. Conducting SAVs . 502 AOS/AOT coordinates all visits and transmits a team composition/itinerary message 30 days in advance that serves as the team's EAL. The SAV team is made up of functional experts in CP Policy & Procedures, EA, Training, SORTS & Reports, and the PACAF 1C3XX Functional Manager. HQ PACAF/LG provides a MOC representative if requested and available.

7.3.1. Team members use criteria set out in the mission performance checklists (MPCs) outlined in PACAFDIR 90-202 (90-221 for MOC). The MPCs were developed to assist CP managers in assessing functional areas and identifying items requiring special attention.

7.4. Briefings . If requested by the unit, the CP Chief will schedule SAV team in/out briefs with the Commander/Vice based on their availability. Daily briefings are provided to CP managers, if desired, on areas observed that day.

7.4.1. Units will present an in-brief covering at a minimum, an introduction of all CP staff and a report on the status of any previous findings/observations made during the prior PACAF SAV.

7.4.2. The SAV team chief introduces all team members, identifies areas to be observed, and provides the SAV rules of engagement. On the last day of the visit, the team gives an out-brief summarizing any observations/findings and/or suggested areas for improvement.

7.5. SAV Reports. At the conclusion of the visit, the SAV team will provide the unit with worksheets containing all observations and any recommendations. The team chief, with 502 AOS/CC approval, submits a report to the HQ PACAF Director of Air & Space Operations highlighting the areas observed and any general observations deemed important. After review and signature, a copy is forwarded to the unit commander.

7.6. Self-Inspection. CP managers will use MPCs to conduct self-inspections at least semi-annually and retain a record of the results for at least one year. Discrepancies must be carefully monitored and checked every 30 days until any open items are closed. Units are encouraged to expand on checklists to add internal compliance items.

Chapter 8

C² RECOGNITION PROGRAM

8.1. Purpose . The C² Recognition Program is designed to improve the visibility of PACAF CPs; highlight both wing and individual accomplishments, inspire competition, encourage initiative, provide incentives toward maximizing unit effectiveness and individual potential, and recognize deserving units and personnel for their contribution to the PACAF mission.

8.2. Award Categories . PACAF sponsors one unit award and six individual awards (CP Senior Non-Commissioned Officer (SNCO) of the Year, MOC SNCO of the Year, CP NCO of the Year, MOC NCO of the Year, CP Airman (AMN) of the Year and MOC AMN of the Year). Units may submit only one person per category/area.

8.3. Award Description. The CP winning the unit award receives a perpetual trophy, a unit plaque for permanent display, and individual personal certificates of achievement for members assigned to the CP for at least 60 days of the award period. The trophy is presented to successive winners for possession and display until the winner of the next competition is announced. Winners of annual individual awards are presented personalized plaques recognizing their superior performance and accomplishments.

8.4. Eligibility . With the exception of the PACAF Command Center (502 AOS/AOT and AOR), all PACAF Command Posts are eligible to compete for the annual PACAF Command Post of the Year and individual awards.

8.5. Nomination Format and Submission . Units prepare nominations on the AF Form 1206 in 12-pitch Times New Roman font using bullet format. Unit nominations are limited to three pages, front only. Bond paper (1 inch margins all around) can be used in lieu of the AF Form 1206 for pages two and three. Individual nominations are limited to one page, front and back. Endorsements, attachments, or supplemental materials are not allowed.

8.5.1. The CP Chief prepares award packages for the wing commander's signature, which covers only those activities from January through December of the previous year. Packages should be unclassified.

8.5.2. Submit nomination packages to 502 AOS/AOT by official mail or fax. Packages must be received NLT 15 January. Packages received after 15 January will not be considered. Winners are announced via message from the HQ PACAF Director of Air & Space Operations. PACAF individual winners are submitted for competition in the Air Force level CP Recognition Program.

8.6. Unit Award . Nomination package must contain and address the following areas:

8.6.1. Command Post Operations. List any accolades, innovations, benchmark items, self-help projects and any significant items of interest. Maximum number of points in this category – 40.

8.6.2. Inspection/SAV Results. List types and dates of all inspections and/or visits (i.e., ORI, CERI, COMSEC, etc.) by type and inclusive dates, agency involved, grade/results (if applicable). Maximum number of points in this category – 15.

8.6.3. Contingencies/Exercises. List the name and dates of all operations, any support provided, and any documented significant items of interest. Maximum number of points in this category – 10.

8.6.4. Base and Community Involvement. List only those activities the CP participated in as a unit. Maximum number of points in this category – 10.

8.6.5. General Comments. Include significant items of interest not appropriate in any other areas. This section can also be used by the commander to express areas he/she deems important. Maximum number of points in this category – 10.

8.6.6. Reports. List statistics (i.e., error rates, on-time rate) concerning the BEVERLY XRAY Program, SORTS, and OPREP-3 reporting. Maximum number of points in this category – 15.

8.7. Individual Awards . Nominations should address the following areas:

8.7.1. Leadership and Job Performance in Primary Duty. Describe significant leadership accomplishments and how well the member performed assigned primary and additional duties. Define the scope and level of responsibilities and the impact on the mission and unit. Include any new initiatives or techniques developed by the member that positively impacted the unit and/or the mission. Include results of Air Force, MAJCOM, Numbered Air Force-level inspections and/or evaluations. Include awards received; e.g., NCO of the Quarter, Controller of the Month, and so forth. Maximum number of points for this category – 25.

8.7.2. Significant Self-Improvement. Show how the member developed or improved skills related to primary duties; e.g., formal training, Career Development Course enrollment or completion, On-the-Job Training, certifications, off-duty education related to primary duties, and so forth. Include completion of any professional military education (PME) as well as awards earned during in-residence attendance. Include any off-duty education not directly related to primary duties; e.g., class, course, degree enrollment and/or completion, grade point average. Cite any other relevant training or activity that significantly enhanced the member's value as a military citizen. Maximum number of points for this category – 10.

8.7.3. Base or Community Involvement. Define the scope and impact of the member's positive leadership and involvement in both the military and civilian community. Include leadership, membership, or participation in unit advisory councils, professional military organizations, associations, and events; e.g., President of Top 3, enlisted dining-out committee, member of Air Force Sergeants Association, Sunday school teacher, and so forth. Maximum number of points for this category – 15.

8.8. Award Program Administration. The PACAF 1C3X1 Functional Manager assigned to 502 AOS is the focal point for this awards program. All questions concerning the program may be directed to that office. 502 AOS/AOT will alert units in October of each year that the awards submission cycle is about to begin, and that nomination packages are due per the guidance provided.

Chapter 9

C² MONTHLY MANNING REPORTS

9.1. Purpose. To assist PACAF in the management of C² personnel (AFSCs 86P0/1C3X1), CP managers, using the example at [Attachment 4](#) as a basic guideline, will submit a C² manning report, as of the first of each month, to the PACAF 1C3XX Functional Manager NLT the 10th of every month. The timeliness and accuracy of information submitted is very important since the functional manager uses these reports in determining unit taskings (see [Attachment 4](#)). This chapter does not apply to PACAF ANG units.

9.1.1. Section I. Entries are based on the current Unit Manning Document (UMD). Personnel in key positions (i.e., Chief, Supt., Training, SORTS) will have that position listed below their name. Units with overages will list them in the assigned block and leave the authorized block blank.

9.1.1.1. The following codes are used to identify certified positions: Mission monitoring (MM), Emergency Actions (EA), Operational Reports (OR), SORTS (S), Multiple Certifications (MULTI). Enter TNG in the POS CERT field for personnel currently in certification/refresher training.

9.1.2. Section II. Projected Gains/Losses/TDY. For personnel TDY or projected to be TDY, enter the TDY dates under the TDY heading. Under the remarks heading, enter the unclassified purpose and location of TDY. Enter the losing organization for gains and the gaining organization for losses, to include personnel in PCS status.

9.1.3. Section III & IV. Current and 3-month projection of authorized/assigned/available personnel. Identify the authorized/assigned/possessed numbers for all C² personnel based on the UMD (exclude admin). Include any remarks to explain gains/losses, which aren't identified in another section.

NOTE: Enter All dates in YYMMDD format.

Chapter 10

PACAF AIR MOBILITY OPERATIONS

10.1. Purpose. For PACAF to maintain adequate OPCON/TACON of air mobility assets assigned to the Pacific theater, the PACAF DO has directed all wing commanders to ensure their wing command post provides en route support for all PACAF assigned C-130, KC-135, C-135, C-9, C-21, and C-12 operating within the PACOM AOR regardless of the type of mission they are performing and/or coordinating. By performing this support, we will maintain the doctrinal objective of seamless airlift throughout the AOR.

10.2. Responsibilities .

10.2.1. PACAF CP's serves as the primary POC for PACAF Air Mobility missions, regardless of mission number, transiting their base and ensures necessary support is provided. If an aircraft is PACAF owned or PACAF gained/attached, then the PACAF CP is responsible for providing the support outlined in PACAFI 10-2101, *Pacific Air Mobility Operations* (except PACAF KC-135s on Coronet fighter movement missions).

10.2.1.1. CP/MOC personnel will use C2IPS, and personal coordination, with crews to monitor missions transiting their base and determining necessary support. Once inbound information is received, controllers must relay it to support agencies.

10.2.1.2. Delay codes/remarks are required for missions departing more than 14 minutes late. C2IPS/GDSS must be updated as soon as it's known a mission may deviate from its itinerary.

10.2.1.3. Within 10 minutes of an arrival/departure, controllers will enter all times and delay codes/remarks as appropriate into C2IPS. Information can be voiced to the AMOCC when unable to update C2IPS or for help determining delay codes.

10.2.2. Each wing will establish a memorandum of agreement between the PACAF command post and the AMC command post (at bases with both organizations), and between the PACAF command post and the Contract Air Terminal Operation (CATO). These MOAs must ensure good communication lines and mutual support arrangements are established and maintained between the host unit and AMCC/CATOs.

10.3. Prime Knight Program. This program is designed to provide transportation, billeting, and meals to crews who remain over night. Command Post personnel will not be assigned program management duties, however, the CP Chief will ensure procedures are established to be certain transient crews receive the best possible service consistent with current manning and operations.

Chapter 11

PACAF GAINED AIR NATIONAL GUARD (ANG) COMPONENT C² POLICIES AND RESPONSIBILITIES

11.1. Purpose. This chapter describes the C² relationship between PACAF command posts and PACAF gained ANG assets. This chapter is applicable to ANG tanker/fighter/airlift/rescue units. Exceptions to PACAF procedures are written herein so ANG units may conduct realistic training programs and maintain a level of proficiency commensurate with their pre- and post-mobilization capabilities.

11.2. ANG CP/Operations Control Center. The ANG Operations Center is the initial and primary contact for augmentation forces in any emergency that requires rapid and substantial expansion of USAF tanker/airlift capability. Command post personnel should be trained and equipped with the resources required for their wartime tasking.

11.3. Operational Control (OPCON). PACAF exercises theater control of ANG missions operating within the PACAF AOR. ANG tanker/airlift are provided the same operations, intelligence, ground, and logistics support as other PACAF aircraft.

11.4. Mission Reporting. PACAF command posts will submit tanker/airlift movement messages on ANG tanker/airlift aircraft transiting their base on a PACAF mission.

11.4.1. When ANG aircraft transit a station that does not have a PACAF CP, the aircrew will pass the movement data to the PACAF AMOCC via DSN, commercial call (collect), or HF phone patch.

11.4.2. Units operating on non-PACAF missions are responsible for ensuring maintenance is available at locations without Air Force maintenance support.

11.5. Functions of PACAF-Gained ANG CPs. ANG CPs functions parallel those of active duty CPs in execution of the schedule, Emergency Action procedures, and operational reporting. When there is a conflict between ANG and PACAF directives, ANGI 10-206 Reporting Procedures will be followed for ANG units prior to mobilization.

11.5.1. CPs will develop an OI detailing call-up/mobilization actions.

11.5.2. CPs will process communications services requests through ANG channels.

11.6. ANG Controller Training. ANG CP controllers are trained IAW AFI 10-207 and this instruction. Full-time ANG controllers must comply with existing PACAF certification/training standards. However, procedures are modified for part-time ANG controllers to provide for adequate training prior to and after certification.

11.6.1. Certification training. Controllers will be certified in at least one area within one year of completing technical school.

11.6.2. Refresher Training. Controllers will complete refresher training and re-certify if they have not performed command and control duties at their home unit for a period of 60 days or more.

11.6.3. Recurring Training. Formal training sessions will be held once each UTA and as a minimum will provide three (3) hours of training each quarter.

11.6.4. Remedial Training. If a controller is placed into remedial training due to decertification, he/she must recertify within three 3 months. The CP Chief will complete a written evaluation on controllers not meeting this requirement.

11.6.5. Decertification. The CP Chief will recommend decertification of controllers who fail to maintain published standards, no longer perform duties that require certification, or are absent for more than 60 calendar days.

11.7. Prescribed Forms. Use of PACAF Forms 15, 16, and 17 are mandatory.

GARRY R. TREXLER, Maj Gen, USAF
Director of Air and Space Operations

Attachment 1**COMMUNICATIONS & EQUIPMENT REQUIREMENTS**

A1.1. Purpose. CP communication equipment facilitates C² operations. This is the list of equipment for each EA element. Authorizations will be established through equipment management office (EMO) channels as required by AFM 23-110CD. + **As required by mission.**

A1.2. Requirements:

A1.2.1. Radio systems:

ITEM	USE
+Multi-channel UHF	Contact with assigned/transient aircraft
+VHF	
+HF	
+Tactical secure voice capability	
+UHF SATCOM Radio	

A1.2.2. Other communications systems:

ITEM	USE
1. Monitor speaker	Monitoring phones, CPAN, CVAN, radios, etc. as required.
2. AWDS	Receive current weather data.
3. +Air defense voice liaison	Immediate voice contact with local air defense unit.
4. Two base administrative phone lines	Routine business and pyramid alerting.
5. One commercial phone line	Emergency alerting.
6. STU III/STE/Red Switch	Secure voice
7. Secure & Non-secure FAX capability	self-explanatory
8. CPAN Receiver	COMPACAF Voice Alerting Circuit
9. +Klaxon controls.	For alert force and other base personnel as applicable.
10. Multi-channel recorder	For EA console communications. 24-hour capacity.
11. Hotlines	Tower, RAPCON, CSC, Weather
12. Direct, patch capable lines to key staff personnel offices and quarters	Provide timely notification of personnel without tying up or needing commercial line.
13. Direct, patch capability to next higher C ² unit	Provides direct connectivity, keeping a DSN line open for use
14. Automatic emergency backup power	self-explanatory
15. Message Distribution Terminal/DMS	transmit/receive message traffic
16. Class "C" phone at CP entry point	Provides direct contact with entry controller.

NOTE: All telephones and microphones installed in the CP will be equipped with push-to-talk type handsets to negate the possibility of inadvertent disclosure of classified information.

A1.3. Other necessary equipment:

A1.3.1. Three 24-hour wall clocks to display local, ZULU, and alert or execution time with back up power.

A1.3.2. Reproduction equipment that is authorized for classified reproduction and able to support the commander's battle staff and CSS/SRC during contingencies. Identify at least one back up copier for use if the primary fails.

Attachment 2**COMMAND POST FUNCTIONAL LIBRARY MINIMUM PUBLICATIONS**

Minimum requirements for command post functional publication.

Publication Number**Title****Joint Publications**

CJCSM 3150.02

Global Status of Resource and Training System (GSORTS)

Air Force Publications

AFDD 1-2

Air Force Glossary

AFM 10-206

Operational Reporting

AFI 10-201

Status of Resources and Training System (SORTS)

AFI 10-205

Availability of Major Command Commanders

AFI 10-207

Command Posts

AFI 10-1101

Operations Security (OPSEC)

AFI 13-202

Overdue Aircraft

AFI 31-101

The Air Force Installation Security Program

AFI 33-115V2

Licensing Network Users and Certifying Network Professionals

AFI 31-401

Information Security Program Management

AFI 33-211

COMSEC User Requirements

AFI 33-202

Computer Security

AFI 33-203

Emission Security

AFI 36-2201

Developing, Managing and Conducting Training

AFI 37-138

Records Disposition – Procedures and Responsibilities

AFPAM 10-709V1CD

Joint User Handbook for Message Text Formats (JUH-MTF)

USCINCPAC Publications

USCINCPAC EAP Vol I

USCINCPAC Emergency Actions Procedures, Volume I

USCINCPACINST 3480.6K

USCINCPAC Event Incident Reporting

PACAF Publications

PACAFI 10-201

PACAF Search and Rescue Operations

PACAFI 10-205 (S)

PACAF Alert System (U)

PACAFI 10-207

PACAF Command Posts

PACAFI 10-210 (S)

Commander, Pacific Air Forces Emergency Action Procedures (U)

PACAFI 10-2001 (FOUO)

PACAF Information Operations Conditions (INFOCONs) (FOUO)

PACAFI 10-2101

Pacific Air Mobility Operations

PACAFI 21-101

Objective Wing Aircraft Maintenance

PACAFI 15-101

Weather Support for PACAF

PACAFI 15-102

Tropical Cyclone Reconnaissance

PACAF Sup 1 to AFI 10-201

Status of Resources and Training System (SORTS)

PACAF Sup 1 to AFI 10-205

Availability of PACAF Commanders

PACAF Sup 1 to AFM 10-206

Operational Reporting

PACAF Sup 1 to AFI 31-101 V1

The Air Force Physical Security Program

PACAFI 33-101

Command UHF Satellite Communications Net

PACAF Sup 1 to AFI 33-202

Computer Security

Attachment 3

GLOSSARY OF TERMS

A3.1. Terms Explained. For explanation of terms other than those below, see Joint Chiefs of Staff Publication 1-02, Department of Defense Dictionary of Military and Associated Terms, AFDD 1-2, Air Force Glossary; AFD 10-2, Readiness, AFI 10-207, Command Posts, and PACAFI 10-205, PACAF Alert System.

A3.1.1. Additional Crew Member (ACM). An individual possessing valid flight orders who is required to perform in-flight duties and is assigned in addition to the normal aircrew complement required for a mission.

A3.1.2. Airlift Requirement. That tonnage (passengers, cargo, medical evacuees, and/or mail) required to be airlifted to or from an area during a definite period.

A3.1.3. Allowable Cabin Load (ACL). The maximum payload that can be carried on a mission. It may be limited by the maximum takeoff gross weight, maximum landing gross weight, or by the maximum zero fuel weight.

A3.1.4. Battle Staff. The commander and key staff members who have overall responsibility for command and control of base functions. As a minimum, this staff includes the unit/wing commander and the commanders of the operations, logistics, support, and medical groups or equivalents. The Battle Staff is normally formed and operates in the CP.

A3.1.5. Block-In Time. The time the aircraft is parked in the chocks.

A3.1.6. Block-Out Time. The time the aircraft chocks are pulled, brakes are released, and begins to taxi for takeoff.

A3.1.7. BLUE BARK. US military personnel, civilian DOD employees (US citizens), and/or their dependents traveling in connection with the death of an immediate family member. Escorts for dependents of military members traveling under competent orders also carry this designation.

A3.1.8. Border Clearance. Clearances and inspections required by federal, state, host nation, and local Agricultural, Customs, Immigration, and Immunization requirements.

A3.1.9. Channel Airlift. Common-user airlift provided on a scheduled basis between two points.

A3.1.10. Close Hold Missions. Certain high sensitive missions requiring special handling, limited access, and modification to normal C² procedures.

A3.1.11. CLOSE WATCH Missions. Missions receiving special attention. All actions must be taken to ensure on-time accomplishment and users are notified when delays occur or can be anticipated.

A3.1.12. Command Post (CP). The facility from where the commander and staff direct actions to support the unit's assigned mission. It is the focal point of the unit's operation. It receives, analyzes, displays, and disseminates orders, information, and requests pertinent to the assigned task.

A3.1.13. Crisis Support Staff (CSS)/Crisis Action Team (CAT). Essential personnel convened by the commander, to direct actions in support of the unit's assigned mission. The CSS/CAT is composed of members of the Battle Staff, SRC, and other personnel designated by the commander.

A3.1.14. Departure Time. An aircraft's take-off time as recorded by a control tower (or flight service station) and relayed to base operations or applicable C² agency. When working with fighter aircraft, the control tower takeoff time is the INITIAL DEPARTURE TIME and the aircrews debrief time is the OFFICIAL DEPARTURE TIME.

A3.1.15. Diversion. A change in flight from a scheduled destination to any other airfield.

A3.1.16. DV/VIP. Distinguished Visitor/Very Important Person. Military passengers, including those of friendly nations of star, flag rank, or equivalent status to include diplomats, cabinet members, and members of Congress. Others may be designated as VIPs due to their mission or position by the agency of the Department of Defense authorizing the individual's travel. BLUE BARK passengers are handled as VIPs.

A3.1.17. Emergency Actions Controller. An officer (SDI 86P0) or enlisted (AFSC 1C3X1) assigned to the command post who is trained and certified in Emergency Action (EA) procedures and all operational reports other than Status of Resources and Training System (SORTS).

A3.1.18. Emergency Actions Team (EAT). Two certified controllers who respond to or transmit Emergency Action messages (EAMs). They are required to remain in the immediate vicinity of the EA cell during their tour of duty.

A3.1.19. ETIC. Estimated time in commission.

A3.1.20. Ground Time. The time span between aircraft arrival in the blocks and takeoff (block-out time for commercial aircraft).

A3.1.21. Hazardous Cargo/Materials. Explosive, toxic, caustic, nuclear, combustible, flammable, biologically infectious, or poisonous materials as defined in AFJMAN 24-204, Preparing Hazardous Materials for Military Air Shipments, that may directly endanger human life or property, particularly if misused, mishandled, or involved in accidents.

A3.1.22. Joint Airborne/Air Transportability Training (JA/ATT). Continuation and proficiency combat airlift training conducted in support of DOD agencies. It includes airdrop, air assault, aircraft load training, and service school support.

A3.1.23. Maintenance Codes:

A3.1.23.1. Fully Mission Capable (FMC)/(A1)

A3.1.23.2. Partially Mission Capable (PMC)/(A2)

A3.1.23.3. Not Mission Capable (NMC)/(A3)

A3.1.23.4. +M - Maintenance

A3.1.23.5. +S - Supply

A3.1.24. Mission Critical Aircraft Parts (MICAP). Critical parts required for mission accomplishment.

A3.1.25. Mission Essential Ground Personnel (MEGP). Personnel who do not perform in-flight duties but are required to perform essential mission duties (i.e., maintenance personnel).

A3.1.26. Mission Monitoring. The process of monitoring aircraft movements to include, as applicable per type of aircraft and mission: crew alerting, cargo and passengers, schedule changes, air refuel-

ing coordination, and arrival/departure data. This includes monitoring unit aircraft that are in an operational TDY status.

A3.1.27. PACAF Operations Support Center (POSC). COMPACAF's C² center providing USCINCPAC and CSAF a focal point for C² Pacific aerospace power. The PACAF Command Center is part of this center.

A3.1.28. Quick-turn. Procedures designed to reduce ground times at en route/turnaround stations to expedite the movement of selected airlift missions.

A3.1.29. Survival Recovery Center (SRC). The SRC monitors and directs actions before and after an attack. It also directs recovery operations after an emergency, accident, or natural disaster.

A3.1.30. Scheduled return time (SRT). The time calculated by adding 24 hours to the scheduled time of mission completion.

A3.1.31. Scheduled departure Time. The time established in the PACAF/AMC cargo/passenger schedule, or operation orders. The PACAF AMOCC establishes this time for air aborts/diversions after consulting with the CP and aircraft commander. Early deviation does not apply to aborts and diversions unless the mission is formally rescheduled.

A3.1.32. SILENT LAUNCH/RUNNING/STEEL TIGER. Operations designed to permit aircraft movement while minimizing communications. CPs will not transmit to these aircraft unless the aircraft commander requests information; emergency situations dictate radio transmissions to be made at predetermined times with predetermined information.

A3.1.33. Special Assignment Airlift Mission (SAAM). Airlift requirements requiring special consideration due to passengers, cargo, urgency of movement, sensitivity, or other factors.

A3.1.34. Special Air Mission (SAM). Missions operated in support of DOD special airlift requirements.

A3.1.35. Very Very Important Parts (VVIP). Certain aircraft parts which, due to their high value, critical shortage or immediate need to support NMCS requirements; must receive special handling.

A3.1.36. Wing Operations Center (WOC). The WOC is the wing commander's facility used by the staff in support of contingencies (real world/exercise). It normally includes a C² Element, Command Section, Battle Staff, CSS/CAT, SR C, and other planning/support elements as required to support the mission. When the Battle Staff/CAT is formed, the CP supports the WOC, and is an integral portion of the Commander's C² function. Time permitting, all tasking of the WOC is accomplished through a central point. The WOC is also the operations control function for all units assigned or attached to the wing for flying operations. The WOC requires communication with assigned/augmenting flying squadrons, maintenance control, departure control, the Tactical Air Control Center, Control and Reporting Center, and the Air Support Operations Center. Also, it needs radio communications with its airborne aircraft and the Commanders Advisory Function (CAF).

Attachment 4

SAMPLE MANNING REPORT

COMMAND AND CONTROL MANNING REPORT								
UNIT: 15 ABW		NUMBER AUTHORIZED: 12			NUMBER ASSIGNED: 10		DATE: 000201	
SECTION I CURRENT MANNING								
POS #	DAFSC	GRD	POS CERT	PAFSC	GRD	NAME	DAS	DERO S
0023456OR	086P0	Maj			Capt	Funkenstank, James P. Chief	990115	020515
0123457OR	1C371	MSgt						
0123458OR	1C371	TSgt	MULTI	1C371	TSgt	Thebone, Steven P. NCOIC TNG	990610	030610
0123459OR	1C351	SSgt	MULTI	1C371	SSgt (P)	Sprout, Darren K. NCOIC SORTS	980915	INDEF
0123455OR	1C351	SSgt	MULTI	1C371	SSgt	Reodique, Manuel Q.	990125	020125
0123454OR	1C351	SSgt	MULTI	1C351	SSgt	Camac, Betty L.	980222	010222
0123453OR	1C351	SSgt	MULTI	1C351	SrA (P)	McCall, Evelyn L.	990325	020325
0123452OR	1C351	SrA	MULTI	1C331	SrA	Benton, Vincent W.	990830	020830
0123451OR	1C351	SrA	TNG	1C351	SrA	Kerbow, James J.	010115	040115
0123456OR	1C351	SrA	TNG	1C331	A1C	Sims, Phil L.	001201	041201
0112345OR	1C351	SrA						
0000456OR	3A051	SSgt		3A051	SrA (P)	Spence, Maurice C.	000830	040830
SECTION II PROJECTED GAINS/LOSSES/TDY								
DAFSC/GRD	NAME		GAIN	LOSS	TDY	REMARKS		
1C371/MSgt	Nale, Penny T.		000215			374 AW/Yokota		
1C351/SSgt	Camac, Betty L.			010331		36 ABW/Andersen		
1C351/SrA	Kerbow, James J.				010302 - 010602	AEF 5, Al Jabar		
SECTION III CURRENT AUTHORIZED/ASSIGNED/AVAILABLE FOR USE								
OFF	1C3X1		3A0X1		CIV		TOTAL	
1/1/1	10/8/6		1/1/1		0/0/0		11/10/8	
SECTION IV 3-MONTH PROJECTED AUTHORIZED/ASSIGNED/AVAILABLE FOR USE								
OFF	1C3X1		3A0X1		CIV		TOTAL	
1/1/1	10/9/7		1/1/1		0/0/0		11/11/9	